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ARMED FORCES STAFF COLLEGE
OFFICE OF THE COMMANDANT
NORFOLK, VIRGINIA 23511

25 March 1974

Lieutenant General Vernon A. Walters, USA
Deputy Director
Central Intelligence Agency
Washington, D. C. 20505

Dear General Walters:

Thank you for your excellent presentation on the broad subject of the National Intelligence Community. Your incisive analysis of this diverse subject was exactly what the students needed and was ideally suited to our curriculum. Your frank and brilliant answers to the students questions were greatly appreciated.

It was a personal pleasure to welcome you to the College and I'm only sorry that our Virginia "Spring weather" precluded your staying for lunch. I hope you had a safe drive back.

Again many thanks for your support of the College.

Very respectfully,

A handwritten signature in cursive ink, appearing to read "Jerry".

JEREMIAH A. DENTON, JR.
Rear Admiral, USN
Commandant

WES SJ 5-28-1974

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25 MARCH 1974

THE NATIONAL INTELLIGENCE COMMUNITY

I WOULD LIKE TO DESCRIBE FOR YOU TODAY THE COMPOSITION OF THE INTELLIGENCE COMMUNITY, THE MAJOR FUNCTIONS AND RESPONSIBILITIES OF THE DIRECTOR OF CENTRAL INTELLIGENCE AS THE HEAD OF THAT COMMUNITY, AND THE ESSENTIAL MEANS BY WHICH THOSE FUNCTIONS AND RESPONSIBILITIES ARE FULFILLED.

IT IS NOT STRAINING THE TRUTH TO SAY THAT THE INTELLIGENCE COMMUNITY AS WE KNOW IT TODAY RESULTED FROM OUR EXPERIENCE AT PEARL HARBOR. THE SPECTACLE OF VARIOUS DEPARTMENTAL INTELLIGENCE AGENCIES WORKING EACH IN ITS OWN WAY, WITH NO MECHANISM TO COORDINATE EITHER THEIR EFFORTS OR THE RESULTS, COST OUR COUNTRY DEARLY. THIS DEBACLE CREATED THE DETERMINATION, FOLLOWING WORLD WAR II, TO ACHIEVE A COORDINATED NATIONAL INTELLIGENCE EFFORT. THE NATIONAL SECURITY ACT OF 1947 WAS AT LEAST PARTLY THE RESULT OF THIS DETERMINATION.

THIS LEGISLATION WAS DESIGNED TO ENSURE ENOUGH COORDINATION SO THAT THERE WILL BE NO IMPORTANT GAPS

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AND NO UNDESIRABLE DUPLICATION IN THE U.S. INTELLIGENCE EFFORT. THIS ACT WAS THE LEGAL BASIS FOR CIA AND THE FUNCTIONS IT PERFORMS.

THIS STATUTORY AUTHORIZATION--LIKE MANY PUBLIC LAWS--IS SET FORTH IN FAIRLY BROAD TERMS. HOWEVER, THE CONGRESS PROVIDED FOR FURTHER DEFINITION AND REFINEMENT OF CIA's FUNCTIONS. IT SPECIFICALLY DIRECTED CIA "TO MAKE RECOMMENDATIONS TO THE NATIONAL SECURITY COUNCIL FOR THE COORDINATION OF SUCH INTELLIGENCE ACTIVITIES OF THE DEPARTMENTS AND AGENCIES OF THE GOVERNMENT AS RELATE TO NATIONAL SECURITY." UPON RECEIVING PRESIDENTIAL APPROVAL, THESE RECOMMENDATIONS ARE ISSUED IN A SERIES OF CLASSIFIED PAPERS CALLED NATIONAL SECURITY COUNCIL INTELLIGENCE DIRECTIVES. THE NSCIDs (THERE ARE 8 OF THEM) ESTABLISH THE FRAMEWORK WITHIN WHICH THE INTELLIGENCE COMMUNITY FUNCTIONS, AND THEY DISTRIBUTE ASSIGNMENTS OF RESPONSIBILITY AMONG THE DIFFERENT U.S. INTELLIGENCE AGENCIES.

Ans We have NSCID #1 ALSO PROVIDES FOR STILL MORE PRECISE ALLOCATION OF RESPONSIBILITIES THROUGH THE ISSUANCE OF DIRECTOR OF CENTRAL INTELLIGENCE DIRECTIVES. THERE ARE 41 OF THESE. I COULD NOT BEGIN TO ACQUAINT YOU WITH ALL THE DETAILS COVERED BY THE NSCIDs AND

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DCIDs. But the important point is that they represent a means for the intelligence community to update and adjust to the changing circumstances, needs and challenges facing U.S. intelligence.

The National Security Act and subsequent presidential instructions gave the Director of Central Intelligence two personal responsibilities. He is by law the head of the Central Intelligence Agency and, by Presidential Order, the Chief Intelligence Officer of the Government. In these capacities, he acts as principal intelligence adviser to the President and as coordinator of all foreign intelligence activities relating to the national security interests of the United States. Thus, the Director of Central Intelligence is the head of the U.S. intelligence community.

Let's consider the composition of the intelligence community.

SLIDE #1
INTELLIGENCE
COMMUNITY

The Central Intelligence Agency, about which I shall say more in due time, is, of course, part of the intelligence community.

Second, there is the Defense Intelligence Agency, which is responsible for providing general

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INTELLIGENCE SUPPORT TO THE OFFICE OF THE SECRETARY OF DEFENSE AND THE JOINT CHIEFS OF STAFF.

THE INTELLIGENCE UNITS OF THE ARMY, NAVY, AND AIR FORCE CONTINUE TO SUPPORT THE PARTICULAR MISSIONS OF EACH ONE OF THE SERVICES. MUCH OF THE WORK OF THE THREE SERVICE INTELLIGENCE COMPONENTS IS COORDINATED BY THE DIRECTOR OF DIA.

IN THE STATE DEPARTMENT, THERE IS AN INTELLIGENCE UNIT WHICH SERVES THE SECRETARY OF STATE AND ^{INR} THE POLICY PLANNERS. IN A SENSE ALL OUR DIPLOMATIC PERSONNEL ARE INTELLIGENCE GATHERERS. BUT THERE IS ALSO A REQUIREMENT FOR MEN WHO APPLY THEMSELVES PROFESSIONALLY TO THE ANALYSIS OF THAT INFORMATION TO DETERMINE ITS BEARING ON PRESENT AND FUTURE IMPLICATIONS FOR U.S. FOREIGN POLICY.

Earth Research & Development
Administration THE INTELLIGENCE COMPONENT IN THE ~~ATOMIC ENERGY~~ COMMISSION HAS A SPECIALIZED CHARTER DEVOTED TO THE VITAL FIELD OF INTELLIGENCE ON NUCLEAR ENERGY DEVELOPMENTS.

A PRIMARY RESPONSIBILITY OF THE FEDERAL BUREAU OF INVESTIGATION IS THE INTERNAL SECURITY OF THE UNITED STATES, BUT YOU CAN EASILY IMAGINE THE VITAL CONNECTION BETWEEN FOREIGN INTELLIGENCE AND INTERNAL SECURITY. SO THE FBI, TOO, IS A MEMBER OF THE

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INTELLIGENCE COMMUNITY. THE FBI AND CIA WORK CLOSELY TOGETHER, BECAUSE THEY ARE BOTH COMBATING AN INTERNATIONAL NETWORK OF COMMUNIST CLANDESTINE OPERATIONS AGAINST THE UNITED STATES, WHOSE OPERATIONS AND AGENTS MOVE BACK AND FORTH BETWEEN THE U.S. AND FOREIGN COUNTRIES. (PARENTHETICALLY, IT SHOULD BE STRESSED HERE THAT BY LAW CIA HAS NO DOMESTIC INTERNAL SECURITY RESPONSIBILITY, AND IS FORBIDDEN BY LAW TO REPORT ON U.S. CITIZENS.)

IN RECOGNITION OF THE GROWING IMPORTANCE OF ECONOMIC INTELLIGENCE, THE TREASURY DEPARTMENT WAS OFFICIALLY ADDED TO THE INTELLIGENCE COMMUNITY BY PRESIDENT NIXON IN NOVEMBER 1971.

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LASTLY, THERE IS THE NATIONAL SECURITY AGENCY, WHICH HOLDS A SOMEWHAT UNUSUAL POSITION THAT I SHALL MENTION IN A MOMENT.

THESE, THEN, ARE THE INDIVIDUAL MEMBERS OF THE INTELLIGENCE COMMUNITY--CIA, STATE, DIA, NSA,
AND THE SERVICE INTELLIGENCE COMPONENTS, ERDA, AFIC,
TREASURY, AND THE FBI.

IN ORDER TO ROUND OUT THE PICTURE OF THE COMMUNITY, I MUST ADD A NUMBER OF WHAT WE CALL "SERVICES OF COMMON CONCERN." IT MIGHT BE MORE ENLIGHTENING TO CALL THEM NATIONAL INTELLIGENCE ASSETS.

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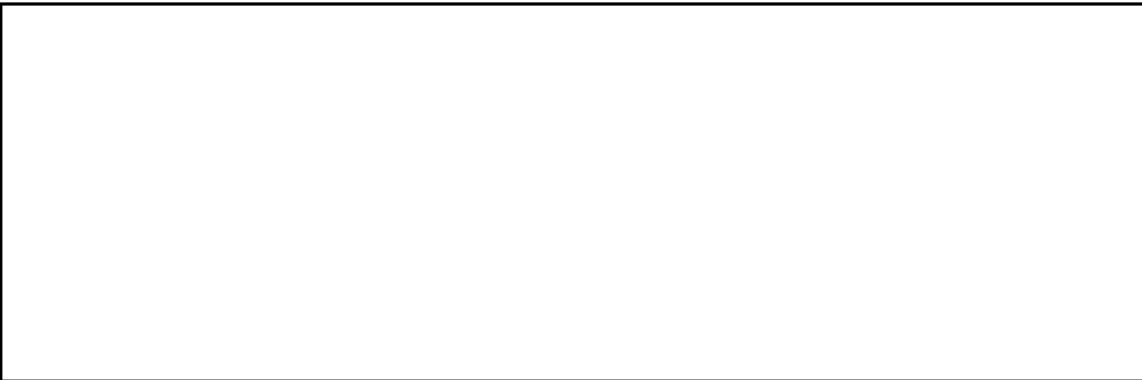
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THESE ARE ACTIVITIES WHICH SERVE THE ENTIRE GOVERNMENT RATHER THAN ANY PARTICULAR DEPARTMENT OR AGENCY. SUCH AN ACTIVITY MAY BE MANAGED, STAFFED AND FUNDED BY ONE AGENCY, BUT ACTUALLY OPERATE DIRECTLY FOR THE ENTIRE INTELLIGENCE COMMUNITY.

THE LARGEST OF THESE NATIONAL INTELLIGENCE ASSETS IS THE NATIONAL SECURITY AGENCY, WHICH IS RESPONSIBLE FOR CRYPTOLOGIC INTELLIGENCE--INTERCEPTING AND DECODING ELECTRICALLY TRANSMITTED MESSAGES. ITS PRODUCT IS DISSEMINATED WITH ADMIRABLE SPEED THROUGHOUT THE INTELLIGENCE COMMUNITY, AND HAS PLAYED A VITAL ROLE IN MANY OF OUR MOST CRUCIAL INTELLIGENCE JUDGMENTS OVER THE YEARS.

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OTHER IMPORTANT NATIONAL INTELLIGENCE ASSETS ARE THE NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER, AND



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NOW, ALL THE AGENCIES AND ORGANIZATIONS WHICH MAKE UP THE INTELLIGENCE COMMUNITY ARE TIED TOGETHER, FOR GUIDANCE PURPOSES, BY THE UNITED STATES INTELLIGENCE BOARD, WHICH WE OFTEN REFER TO AS USIB.

THIS BOARD WAS ESTABLISHED UNDER DIRECTIVES OF THE NATIONAL SECURITY COUNCIL. IT ADVISES AND ASSISTS THE DIRECTOR OF CENTRAL INTELLIGENCE IN THE PRODUCTION OF NATIONAL INTELLIGENCE ESTIMATES, AND IN ESTABLISHING INTELLIGENCE POLICY, OBJECTIVES, REQUIREMENTS AND PRIORITIES.

THE DIRECTOR OF CENTRAL INTELLIGENCE, BY NATIONAL SECURITY COUNCIL DIRECTIVE, IS THE CHAIRMAN OF USIB. THIS, BY THE WAY, IS ONE PLACE WHERE THE DIRECTOR'S TWO JOBS--HIS "TWO HATS"--ARE VERY CAREFULLY DIFFERENTIATED. WHEN HE CHAIRS THE U.S. INTELLIGENCE BOARD, HE IS THERE AS THE PRESIDENT'S PRINCIPAL INTELLIGENCE OFFICER, NOT AS THE HEAD OF CIA. THE USIB PASSES ON THE AGREED, COORDINATED JUDGMENTS OF THE ENTIRE INTELLIGENCE COMMUNITY--WHAT WE CALL "NATIONAL INTELLIGENCE"--AND IT MIGHT HAMPER THIS FUNCTION IF THE DIRECTOR WERE

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SIMULTANEOUSLY TO ACT AS CHAIRMAN AND TO ADVANCE THE VIEWS OF THE CENTRAL INTELLIGENCE AGENCY. FOR THIS REASON, CIA HAS SEPARATE REPRESENTATION ON THE BOARD IN THE PERSON OF THE DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE. *Dissent* *H*

THE OTHER PRINCIPALS ARE:

THE STATE DEPARTMENT DIRECTOR OF INTELLIGENCE AND RESEARCH;

THE DIRECTOR OF THE DEFENSE INTELLIGENCE AGENCY;

THE DIRECTOR OF THE NATIONAL SECURITY AGENCY;
THE ASSISTANT GENERAL MANAGER OF THE AEC;
THE ASSISTANT TO THE DIRECTOR OF THE FBI; AND
A REPRESENTATIVE OF THE TREASURY DEPARTMENT.

SINCE THE ESTABLISHMENT OF DIA, THE INTELLIGENCE CHIEFS OF THE ARMY, NAVY, AND AIR FORCE HAVE CONTINUED TO ATTEND AND PARTICIPATE IN USIB, BUT AS OBSERVERS RATHER THAN AS OFFICIAL MEMBERS. THEY RETAIN THE RIGHT, AND, IN FACT, THE DUTY TO EXPRESS ANY DISSENT THEY MAY HAVE ON MATTERS UNDER DISCUSSION, AND THIS IS A FUNCTION THEY DO NOT HESITATE TO PERFORM.

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I WOULD LIKE TO REITERATE THAT THE USIB IS CONCERNED WITH A WIDE VARIETY OF INTELLIGENCE MATTERS. THE BOARD SETS FORTH--AND PERIODICALLY REVISES--THE NATIONAL PRIORITIES FOR THE GUIDANCE OF THE INTELLIGENCE COMMUNITY IN CHOOSING INTELLIGENCE TARGETS AND IN ASSIGNING ASSETS TO COVER THESE TARGETS.

THE USIB ALSO REVIEWS IN DRAFT FORM AND IN GREAT DETAIL THE NATIONAL INTELLIGENCE ESTIMATES AND CERTAIN OTHER REPORTS WHICH THE DIRECTOR OF CENTRAL INTELLIGENCE SUBMITS TO THE PRESIDENT AND THE NATIONAL SECURITY COUNCIL.

USIB IS SUPPORTED BY A NUMBER OF SPECIALIZED COMMITTEES WHICH FUNCTION IN SUBSTANTIVE FIELDS, SUCH AS NUCLEAR ENERGY, MISSILE INTELLIGENCE, AND ECONOMIC INTELLIGENCE. OTHER USIB COMMITTEES PROVIDE A MEANS OF REGULAR CONTACT AND A CHANNEL FOR GUIDANCE TO CERTAIN INTERAGENCY PROGRAMS, SUCH AS SECURITY, AND THE EXPLOITATION OF DEFECTORS.

THIS, THEN, IS A BRIEF SKETCH OF THE STRUCTURE AND FUNCTIONS OF THE INTELLIGENCE COMMUNITY.

ON NOVEMBER 5, 1971, IN A DEVELOPMENT OF MAJOR SIGNIFICANCE FOR NATIONAL INTELLIGENCE, THE PRESIDENT

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DIRECTED SIGNIFICANT MANAGEMENT STEPS FOR IMPROVING THE EFFECTIVENESS OF THE INTELLIGENCE COMMUNITY. I WOULD LIKE TO REVIEW THESE STEPS WITH YOU, AND ELABORATE ON HOW I BELIEVE SOME OF THE NEW MACHINERY OF THE COMMUNITY WILL OPERATE.

THE PRESIDENT'S OBJECTIVES IN DIRECTING THESE MANAGEMENT STEPS WERE TO ENSURE:

- CONTINUING REVIEW OF THE RESPONSIVENESS OF THE U.S. INTELLIGENCE EFFORT TO HIS NEEDS.
- STRENGTHENED LEADERSHIP FOR THE COMMUNITY AS A WHOLE.
- MORE EFFICIENT USE OF RESOURCES IN THE COLLECTION OF INTELLIGENCE INFORMATION.
- AN EXAMINATION OF INTELLIGENCE PROGRAMS WITH A VIEW TO ELIMINATING THE LEAST PRODUCTIVE ONES.
- IMPROVEMENT IN THE QUALITY, SCOPE, AND TIMELINESS OF INTELLIGENCE INFORMATION.

JUST WHAT MANAGEMENT IMPROVEMENTS WERE DIRECTED BY THE PRESIDENT? THE FOUR FOLLOWING STEPS REPRESENT THE MAJOR CHANGES:

- AN ENHANCED LEADERSHIP AND PROGRAM ADVISORY ROLE FOR THE DIRECTOR OF CENTRAL INTELLIGENCE.
- ESTABLISHMENT OF A NATIONAL SECURITY COUNCIL INTELLIGENCE COMMITTEE.

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--ESTABLISHMENT OF AN INTELLIGENCE RESOURCES
ADVISORY COMMITTEE.

--RECONSTITUTION OF THE UNITED STATES INTEL-
LIGENCE BOARD.

LET US DISCUSS THESE CHANGES, BRIEFLY, ONE BY
ONE.

AS WE HAVE SEEN, THE DIRECTOR OF CENTRAL INTEL-
LIGENCE HAS ALWAYS HAD A RESPONSIBILITY FOR DEVELOP-
ING REQUIREMENTS FOR NATIONAL INTELLIGENCE AND FOR
COORDINATING ITS PRODUCTION. UNDER THE RESTRUCTUR-
ING DIRECTED BY THE PRESIDENT, THE DIRECTOR OF Cen-
TRAL INTELLIGENCE WAS ASKED TO FORMULATE A CONSOLI-
DATED INTELLIGENCE PROGRAM BUDGET, AND TO RECONCILE
INTELLIGENCE REQUIREMENTS AND PRIORITIES WITH BUDGET-
ARY CONSTRAINTS. WHILE THE PRESIDENTIAL DIRECTIVE
DID NOT GIVE THE DCI ANY INCREASED COMMAND AUTHORITY
OVER THE OTHER COMPONENTS OF THE INTELLIGENCE COM-
MUNITY, HE WAS GIVEN THE SIGNIFICANT NEW RESPONSI-
BILITY OF BEING INFORMED ON AND EXPRESSING VIEWS
WITH RESPECT TO THE ALLOCATION OF ALL INTELLIGENCE
RESOURCES IN THE COMMUNITY, PARTICULARLY THOSE OF
A NATIONAL CHARACTER. IN THIS REGARD THE DIRECTOR
MAY BE CALLED ON BY THE PRESIDENT, THE KEY CONGRES-
SIONAL COMMITTEES AND BY THE DIRECTOR OF THE OFFICE

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OF MANAGEMENT AND BUDGET TO COMMENT ON AND DEFEND THE INTELLIGENCE PROGRAMS AND BUDGETS OF THE DEPARTMENT OF DEFENSE AND DEPARTMENT OF STATE. WHILE THE AUTHORITY TO INFLUENCE BUDGETS CARRIES CONSIDERABLE WEIGHT, THE OBJECTIVES OF THE PRESIDENT'S DIRECTIVE WILL CONTINUE TO BE ACCOMPLISHED LARGELY THROUGH FRIENDLY PERSUASION, HARD WORK, AND GOOD SENSE. I THINK THEY CAN BE ACHIEVED, AND WE HAVE MADE A PROMISING START. BUT IT WILL BE A SLOW PROCESS.

OTHER CHANGES DIRECTED BY THE PRESIDENT CONSIST OF VARIOUS COORDINATING MECHANISMS THAT SHOULD MAKE FOR MORE EFFECTIVE CONTROL OF THE INTELLIGENCE COMMUNITY. LET US LOOK AT THESE MECHANISMS, AND SEE WHAT THEY ARE DESIGNED TO ACCOMPLISH.

THE NATIONAL SECURITY COUNCIL INTELLIGENCE COMMITTEE FILLS A GAP THAT HAD BECOME QUITE WORRISOME OVER THE YEARS. THERE WAS NO ARRANGEMENT FOR SYSTEMATIC FEEDBACK OF CRITICISM AND COMMENT FROM HIGH POLICY USERS OF FINISHED INTELLIGENCE. THE NEW COMMITTEE IS CHAIRED BY DR. KISSINGER, AND ITS MEMBERS ARE THE UNDER SECRETARY OF STATE, THE DEPUTY SECRETARY OF DEFENSE, THE ATTORNEY GENERAL, THE

SLIDE #2

B/Campbell
H/T
REL. OF DCI
TO PRES. &
INTEL. CTTY.

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CHAIRMAN OF THE JCS, AND THE DCI--IN OTHER WORDS,
THE POLICY LEVEL FOR WHICH NATIONAL INTELLIGENCE IS
DESIGNED.

WITH THIS COMMITTEE, THE PRESIDENT HAS CREATED
A FORMAL GROUP OF SENIOR POLICY OFFICIALS TO DEVELOP
GUIDANCE FOR THE INTELLIGENCE PRODUCT NEEDED TO SUP-
PORT THE FORMULATION OF U.S. FOREIGN AND DEFENSE
POLICY. THIS COMMITTEE WILL ALSO PROVIDE FOR A
CONTINUING EVALUATION OF THE INTELLIGENCE PRODUCT
FROM THE STANDPOINT OF PRIME INTELLIGENCE USERS.
THIS WILL ENABLE THE INTELLIGENCE COMMUNITY TO RE-
SPOND IN A MORE ORDERLY, TIMELY, AND EFFECTIVE
MANNER TO THE NATIONAL INTELLIGENCE NEEDS.

ILLEGIB

THE ESTABLISHMENT OF AN INTELLIGENCE RESOURCE
ADVISORY COMMITTEE IS ANOTHER ONE OF THE DIRECTED
IMPROVEMENTS. THIS IS CHAIRED BY THE DCI AND IN-
CLUDES REPRESENTATIVES OF STATE, DEFENSE, OFFICE
OF MANAGEMENT AND BUDGET, AND CIA.

THIS COMMITTEE WILL FORMALIZE AND UPGRADE
PREVIOUS LOOSER INTERDEPARTMENTAL ARRANGEMENTS TO
ASSIST THE DIRECTOR OF CENTRAL INTELLIGENCE IN
CARRYING OUT HIS BROAD RESPONSIBILITIES FOR AS-
SURING THE MOST EFFECTIVE UTILIZATION OF NATIONAL

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INTELLIGENCE RESOURCES--MONEY, MANPOWER, AND EQUIPMENT. THIS COMMITTEE WILL ALSO ASSIST THE DIRECTOR IN PREPARING THE CONSOLIDATED INTELLIGENCE PROGRAM BUDGET.

THIS BRINGS US TO THE LAST OF THE MAJOR CHANGES--THE RECONSTITUTION OF THE UNITED STATES INTELLIGENCE BOARD. WHEREAS USIB PREVIOUSLY HAD SOME AUTHORITY OF ITS OWN, IT IS NOW LIMITED TO AN ADVISORY CAPACITY. IN ADDITION, THE REPRESENTATIVE OF THE TREASURY DEPARTMENT WAS ADDED, AND THE DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE WAS DESIGNATED VICE CHAIRMAN OF USIB. THE ADDITION OF THE TREASURY REPRESENTATIVE REFLECTS THE FACT THAT FISCAL AND MONETARY INTELLIGENCE IS VERY MUCH FRONT AND CENTER IN THE GOVERNMENT TODAY. THE PRESIDENT IS INTENSELY INTERESTED IN WORLD ECONOMIC DEVELOPMENTS, AND THE SECRETARY OF THE TREASURY IS EAGER TO PARTICIPATE IN THE WORK OF THE INTELLIGENCE COMMUNITY.

I WOULD LIKE NOW TO TURN FROM THE INTELLIGENCE COMMUNITY AS A WHOLE TO THE FUNCTION OF CIA--SINCE THAT IS THE ORGANIZATION THAT MOST DIRECTLY

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SUPPORTS THE DIRECTOR OF CENTRAL INTELLIGENCE. ITS
PRIMARY FUNCTIONS FALL INTO THREE BROAD CATEGORIES:

COLLECTION OF INTELLIGENCE;

COVERT ACTION OPERATIONS; AND

PRODUCTION OF FINISHED INTELLIGENCE.

WE FIND IT CONVENIENT TO DIVIDE CIA'S INTELLIGENCE COLLECTION EFFORTS- [REDACTED]

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[REDACTED] -INTO

THREE GROUPINGS THAT REFLECT DIFFERENT MEANS OF ACQUISITION. THE FIRST IS OVERT COLLECTION WHICH, AS THE NAME SUGGESTS, COVERS INFORMATION SECURED BY OPEN OR NONCLANDESTINE MEANS.

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OF THE PROCUREMENT, THROUGH OPEN CHANNELS, OF FOREIGN PUBLICATIONS, INCLUDING NEWSPAPERS, BOOKS, SCHOLARLY JOURNALS, MAPS, AND UNCLASSIFIED DOCUMENTS.

AS YOU ALL KNOW, CIA ALSO UNDERTAKES CLANDESTINE INTELLIGENCE COLLECTION THROUGH OUR OVERSEAS STATIONS. THESE COLLECTION OPERATIONS MAY RELY ON AN AGENT PENETRATION, THE SURREPTITIOUS ACQUISITION OF DOCUMENTS, THE USE OF AUDIO DEVICES, OR OFFICIAL LIAISON WITH A FOREIGN INTELLIGENCE SERVICE. CLANDESTINE COLLECTION CAN BE CATEGORIZED BY ITS PURPOSE. IN CIA, WE USE THE TERM ESPIONAGE TO REFER TO THE COLLECTION OF POSITIVE INTELLIGENCE, OR SUBSTANTIVE INFORMATION REGARDING, SAY, SOME COUNTRY'S FOREIGN POLICY OR INTERNAL POLITICAL DEVELOPMENT, THE OUTPUT OF AN INDUSTRIAL PLANT, OR THE CAPABILITY OF A WEAPON SYSTEM. WE USE THE TERM COUNTERINTELLIGENCE WHEN WE WORK TO FRUSTRATE HOSTILE INTELLIGENCE COLLECTION AGAINST THE U.S. OR OUR ALLIES, OR TO PROTECT OUR PERSONNEL

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AND OUR OPERATIONS FROM BEING PENETRATED OR ROLLED
UP BY OTHERS.

A THIRD TYPE OF INTELLIGENCE GATHERING IS
TECHNICAL COLLECTION.

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CIA PARTICIPATES ACTIVELY IN THE NATIONAL PRO-
GRAM FOR EXPLOITING PHOTOGRAPHY FOR INTELLIGENCE IN-
FORMATION THROUGH THE NATIONAL PHOTOGRAPHIC INTERPRE-
TATION CENTER--OR NPIC AS WE CALL IT. THIS CENTER IS
ADMINISTERED BY CIA IN CLOSE COLLABORATION WITH THE
DEFENSE INTELLIGENCE AGENCY, AND IS JOINTLY STAFFED
BY THE TWO AGENCIES. AS THE NAME SUGGESTS, THE NPIC
EXAMINES FILMS IN DETAIL AND ANALYZES AND INTERPRETS
THE PHOTOGRAPHY AND OTHER IMAGERY. THE WORK OF THE
NPIC FEEDS INTO AND SUPPORTS INTELLIGENCE PRODUCTION
THROUGHOUT THE COMMUNITY.

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I NEED ONLY MENTION THE DETECTION OF THE SOVIET
MEDIUM RANGE BALLISTIC MISSILES IN CUBA IN OCTOBER
1962, TO PROVE HOW ESSENTIAL NPIC IS TO OUR INTELLI-
GENCE EFFORT.

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MORE RECENTLY, NPIC MADE AN INVALUABLE CONTRIBUTION TO THE CONDUCT OF THE STRATEGIC ARMS LIMITATIONS TALKS WITH THE SOVIET UNION. BEFORE EVEN BEGINNING TALKS, LET ALONE SIGNING THE AGREEMENTS IN MOSCOW ON MAY 26, 1972, OUR POLICY MAKERS NEEDED RELIABLE INTELLIGENCE CONCERNING THE NUMBERS, CAPABILITIES, AND DEPLOYMENT OF SOVIET STRATEGIC WEAPONS.

AFTER THE SIGNING OF THE STRATEGIC ARMS LIMITATIONS AGREEMENTS, NPIC'S ROLE ASSUMED EVEN GREATER IMPORTANCE. THE INTELLIGENCE COMMUNITY NOW HAS THE TASK OF MONITORING SOVIET COMPLIANCE WITH THE AGREEMENTS, AND WE WILL LEAN HEAVILY ON NPIC IN CARRYING OUT THIS VITAL TASK. OTHER TECHNICAL COLLECTION SYSTEMS, AS WELL AS "OLD FASHIONED"

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HUMAN SOURCES, WILL ALSO BE CALLED UPON. WE HAVE BEEN PREPARING FOR THIS JOB FOR SOME TIME NOW. I AM CONFIDENT THAT THE INTELLIGENCE COMMUNITY CAN ACCUMULATE THE EVIDENCE AND ACCOMPLISH THE ANALYSIS THAT WOULD PROVIDE TIMELY WARNING OF A SIGNIFICANT VIOLATION OF THE AGREEMENTS SIGNED IN MOSCOW.

Mem
To ASSIST THE DIRECTOR IN CARRYING OUT HIS HEAVY RESPONSIBILITY FOR MONITORING SOVIET COMPLIANCE WITH THE SALT AGREEMENTS, HE HAS SET UP A SPECIAL COMMITTEE OF USIB PRINCIPALS. THIS COMMITTEE IS CALLED THE USIB STEERING GROUP ON MONITORING STRATEGIC ARMS LIMITATIONS, AND IS CHAIRED BY THE DEPUTY DIRECTOR OF CENTRAL INTELLIGENCE. ITS THREE MEMBERS ARE THE DIRECTOR OF DIA, THE DIRECTOR OF INR FROM STATE, AND CIA's DEPUTY DIRECTOR FOR INTELLIGENCE. THIS GROUP IS RESPONSIBLE FOR GUIDANCE TO AND SUPERVISION OF ALL INTELLIGENCE MONITORING ACTIVITIES REQUIRED UNDER THE SALT AGREEMENTS.

THE NEXT PRIMARY MISSION OF CIA IS COVERT ACTION. THIS TERM EMBRACES OPERATIONS AND ACTIVITIES undertaken IN SUPPORT OF U.S. POLICY OBJECTIVES, BUT WHERE THE SPONSORSHIP OF THE U.S. GOVERNMENT IS HIDDEN. IN THE PRESENT STATE OF THE WORLD, WE FACE ADVERSARIES WHO HAVE DEPLOYED NUMEROUS AND WORLD WIDE

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CLANDESTINE RESOURCES, WHO ARE HIGHLY TRAINED IN THE TECHNIQUES OF CONSPIRACY AND SUBVERSION, AND WHO CONTINUE TO USE THESE RESOURCES TO UNDERMINE UNITED STATES' INTERESTS.

THERE ARE INFREQUENT OCCASIONS WHEN IT IS IMPORTANT FOR THE UNITED STATES TO COUNTER THESE EFFORTS BY COVERT ACTION OPERATIONS.

COVERT ACTION OPERATIONS FALL INTO TWO CATEGORIES. ONE WE CALL POLITICAL AND PSYCHOLOGICAL OPERATIONS. THESE OPERATIONS INVOLVE THE SUPPORT OR USE OF INDIVIDUALS OR GROUPS OUTSIDE THE UNITED STATES AS ELEMENTS OF POLITICAL INFLUENCE OR PERSUASION.

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THE OTHER CATEGORY OF COVERT ACTION OPERATION IS WHAT WE CALL PARAMILITARY ACTION. THESE OPERATIONS INVOLVE THE USE OF PARAMILITARY FORCE OR THE FORMULATION OF PLANS FOR ITS USE. OUR WORK WITH THE TRIBAL IRREGULARS AGAINST THE COMMUNISTS IN LAOS IS A GOOD INSTANCE OF PARAMILITARY ACTIVITY.

COVERT ACTION--WHETHER OF THE POLITICAL OR THE PARAMILITARY TYPE--FALLS IN THE SHADOWY, TWILIGHT ZONE OF GOVERNMENT OPERATIONS THAT CONGRESS HAD IN MIND WHEN IT DIRECTED CIA TO PERFORM "SUCH OTHER SERVICES" AS THE NATIONAL SECURITY COUNCIL MIGHT DIRECT. OUR CRITICS WOULD HAVE YOU BELIEVE THAT EVER SINCE CONGRESS GAVE THIS AUTHORITY IN 1947, CIA HAS DONE AS IT HAS PLEASED, WITHOUT REGARD TO OFFICIAL POLICIES OR OBJECTIVES OF THE UNITED STATES GOVERNMENT, AND SOMETIMES IN DIAMETRIC OPPOSITION TO THOSE POLICIES.

THIS IS NOT AT ALL THE CASE. THE FACT IS THAT WHENEVER THE CIA CARRIES OUT A COVERT ACTION PROGRAM OVERSEAS, IT IS WITH THE PRIOR APPROVAL OF THE HIGHEST LEVELS OF THE GOVERNMENT.

WHILE WE ARE ON THE SUBJECT OF SUPERVISION OF AGENCY ACTIVITIES I WOULD LIKE TO SAY THAT, CONTRARY

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TO GENERAL IMPRESSION, CIA IS SUBJECT TO RESPONSIBLE AND AUTHORITATIVE SUPERVISION ON A CONTINUING BASIS BY INSTRUMENTS OF BOTH THE EXECUTIVE AND LEGISLATIVE BRANCHES OF THE GOVERNMENT. IN THE SENATE AND HOUSE THIS SUPERVISION IS EXERCISED BY SPECIAL SUBCOMMITTEES OF THE APPROPRIATIONS AND ARMED SERVICES COMMITTEES. *Can Sel Every Day* IN THE EXECUTIVE BRANCH, CIA IS UNDER CLOSE SCRUTINY OF THE PRESIDENT'S FOREIGN INTELLIGENCE ADVISORY BOARD, THE OFFICE OF MANAGEMENT AND BUDGET, AND THE VARIOUS COMMITTEES OF THE NATIONAL SECURITY COUNCIL SYSTEM. THESE COMMITTEES PROVIDE AN EFFECTIVE MECHANISM FOR THE INTEGRATION OF THE AGENCY'S ACTIVITIES WITH OTHER OVERSEAS OPERATIONS OF OUR GOVERNMENT.

25X1



THE THIRD PRIMARY MISSION OF CIA IS TO PRODUCE NATIONAL INTELLIGENCE, AND TO PROVIDE FOR ITS TIMELY DISSEMINATION TO THE PRESIDENT, THE NATIONAL SECURITY COUNCIL, AND OTHER TOP POLICY-MAKERS. THIS IS ONE

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OF THE PRIMARY RESPONSIBILITIES OF THE DIRECTOR OF CENTRAL INTELLIGENCE, AND ALTHOUGH SOME INTELLIGENCE ANALYSES ARE PREPARED SOLELY WITHIN CIA, A GOOD MANY OTHERS ARE PRODUCED WITH THE ASSISTANCE OF OTHER MEMBERS OF THE INTELLIGENCE COMMUNITY.

THE NATIONAL INTELLIGENCE ESTIMATES ARE OF THE LATTER TYPE. TO THOSE OF YOU WHO ARE NOT FAMILIAR WITH THE NIEs, THEY ARE THE PAPERS WHERE, BY USING OUR PRESENT KNOWLEDGE OF A SITUATION AND EXISTING DATA AS A BASE LINE, WE TRY TO LOOK INTO THE FUTURE AND TO ESTIMATE WHAT IS GOING TO HAPPEN IN SOME PARTICULAR COUNTRY OR ON SOME PARTICULAR TOPIC.

MANY NIEs COVER FAIRLY STANDARD TOPICS SUCH AS, "THE OUTLOOK IN COUNTRY A OR AREA B." HERE WE LOOK AHEAD TWO OR THREE YEARS AND DEAL WITH BROAD TRENDS AND EXPECTED LINES OF POLICY IN THE COUNTRY OR AREA IN QUESTION.

ANOTHER GROUP OF NIEs ARE MORE SPECIALIZED PAPERS ON THE SOVIET MILITARY ESTABLISHMENT. THESE ESTIMATES ARE BUILT ON A SOLID BASE OF EVIDENCE; THEY GO INTO GREATER DETAIL AND GENERALLY LOOK AHEAD FOR PERIODS UP TO FIVE YEARS. THE PRINCIPAL ONES FOCUS ON THE USSR's STRATEGIC ATTACK FORCES,

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STRATEGIC DEFENSE CAPABILITIES, AND GENERAL PURPOSE FORCES. THE PRODUCTION OF [REDACTED] ANNUAL PAPERS ON THESE TOPICS IS TIMED TO ASSIST IN THE PLANNING OF DEFENSE FORCE LEVELS AND BUDGETS.

A THIRD TYPE IS THE SPECIAL NATIONAL INTELLIGENCE ESTIMATE, OR SNIE, WHICH IS COMPOSED OF AD HOC PAPERS ON IMPORTANT QUESTIONS OF THE MOMENT, SUCH AS THE EXPECTED REACTION TO SOME PROPOSED--BUT AS YET UNAPPROVED--COURSE OF ACTION BY THE U.S. AS A PURELY HYPOTHETICAL EXAMPLE, A SNIE MIGHT ASSESS THE REACTION IF THE U.S. WERE TO TAKE ACTION AFFECTING THE INTERESTS OF A FOREIGN COUNTRY. THE SNIES ARE USUALLY REQUESTED BY SOME POLICY-MAKER, AND, AS YOU CAN SEE, THEY OFTEN GET INTO SOME PRETTY SENSITIVE MATTERS.

ALL OF THE NATIONAL ESTIMATES ARE PREPARED UNDER

THE SUPERVISION OF THE ~~BOARD OF NATIONAL ESTIMATES~~ DEPUTY FOR NATIONAL INTELLIGENCE OFFICERS. ~~THE NIOS ARE EXPERIENCED EXPERTS DRAWN FROM ALL OVER THE COMMUNITY. THE BOARD AND OFFICE OF NATIONAL ESTIMATES~~ or NIOs. THEY ARE LOCATED IN CIA, BUT THEY ASSIST THE DIRECTOR OF CENTRAL INTELLIGENCE IN HIS CAPACITY AS THE PRESIDENT'S PRINCIPAL INTELLIGENCE OFFICER, NOT AS HEAD OF CIA. THE NIEs and associated memoranda ARE NATIONAL INTELLIGENCE. THEY MUST, THEREFORE, REFLECT THE CONSIDERED JUDGMENT OF THE INTELLIGENCE

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COMMUNITY. THIS IS ENSURED THROUGH THE PARTICIPATION OF ALL APPROPRIATE ELEMENTS OF THE COMMUNITY, THROUGH CONTRIBUTION OF FACTS AND JUDGMENTS, IN THE PREPARATION OF THE ESTIMATE AND ITS REVIEW BY THE U.S. INTELLIGENCE BOARD. THE OBJECTIVE OF EACH ESTIMATE IS A CAREFUL AND THOUGHTFUL SET OF JUDGMENTS WHICH WILL BE OF THE GREATEST POSSIBLE ASSISTANCE TO THE POLICY-MAKER AND PLANNER--AND IT IS PRESENTED AS THE DCI's ESTIMATE. ~~THE MECHANISM FOR PRODUCING NIES IS NOW UNDER CAREFUL REVIEW BY THE DIRECTOR AND IT IS PROBABLE THAT THE BOARD AND OFFICE OF NATIONAL ESTIMATES WILL SOON BE REPLACED BY NEW MACHINERY UNDER THE DIRECTOR OF CENTRAL INTELLIGENCE.~~

ANOTHER TYPE OF FINISHED INTELLIGENCE IS CURRENT INTELLIGENCE. IT IS DESIGNED TO ENSURE THAT THE DECISION MAKER IS WELL INFORMED ON THE BASIS OF THE LATEST AVAILABLE INFORMATION FROM ALL SOURCES, ON SIGNIFICANT WORLD DEVELOPMENTS WHICH MAY AFFECT THE INTERESTS OF THE UNITED STATES. IT IS ALSO DESIGNED TO ALERT THE POLICY-MAKER TO AN INCIPIENT CRISIS. CIA MAINTAINS AN OPERATIONS CENTER WHICH, LIKE HAROLD'S CLUB IN RENO, OPENED YEARS AGO AND HAS NEVER BEEN CLOSED. THIS MAKES IT POSSIBLE TO ALERT

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OUR PEOPLE TO PRODUCE SPOT CURRENT INTELLIGENCE OR TAKE APPROPRIATE ACTION ON A 24 HOUR BASIS IN CRITICAL SITUATIONS. THE OPERATIONS CENTER IS ALSO CONNECTED BY RAPID AND SECURE COMMUNICATIONS TO THE NATIONAL MILITARY COMMAND CENTER AND THE NATIONAL INDICATIONS CENTER IN THE PENTAGON, THE STATE DEPARTMENT OPERATIONS CENTER, AND THE WHITE HOUSE SITUATION ROOM. THE FUNCTION OF THE NATIONAL INDICATIONS CENTER IS TO MAINTAIN AN AROUND THE CLOCK INTELLIGENCE COMMUNITY WATCH FOR INDICATIONS OF FOREIGN PREPARATIONS TO ATTACK THE U.S., ITS FORCES OVERSEAS, OR ITS ALLIES.

CURRENT INTELLIGENCE HAS OFTEN BEEN COMPARED TO A NEWSPAPER. I BELIEVE THERE IS ONE SIGNIFICANT DIFFERENCE. CIA'S CURRENT INTELLIGENCE IS PRODUCED BY A GROUP OF ANALYSTS WHO ARE EXPERTS IN THEIR FIELDS AND WHO HAVE ALL SOURCES OF INFORMATION OPEN TO THEM. CIA'S CURRENT INTELLIGENCE IS DISSEMINATED IN DAILY AND WEEKLY PUBLICATIONS, SPECIAL MEMORANDA, AND SITUATION REPORTS ON CRISIS TOPICS. A SPECIAL DAILY REPORT IS ALSO PREPARED FOR THE PRESIDENT.

ANOTHER TYPE OF INTELLIGENCE PRODUCTION COMPRISES THE RESEARCH STUDY. THESE STUDIES COVER A

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WIDE VARIETY OF TOPICS--FOR EXAMPLE, AN ANALYSIS
OF THE VARIOUS SECTORS OF THE SOVIET ECONOMY

THE STUDIES ARE OFTEN PRODUCED IN RE-
SPONSE TO SPECIFIC REQUESTS FROM THE WHITE HOUSE,
THE SECRETARIES OF STATE AND DEFENSE, OR THEIR
SENIOR OFFICERS.

THESE, THEN, ARE SOME OF THE PRINCIPAL VEHICLES
THROUGH WHICH OUR FINISHED INTELLIGENCE REACHES THE
POLICY-MAKERS WHO NEED IT.

SLIDE #3
ORG. OF CIA

AS FOR THE ORGANIZATION OF THE CENTRAL INTELLI-
GENCE AGENCY, CIA IS DIVIDED INTO FOUR PRINCIPAL
GROUPINGS--REFERRED TO AS DIRECTORATES--AND SEVERAL
STAFF OR SPECIAL FUNCTIONS, THE HEADS OF WHICH REPORT
DIRECTLY TO THE DIRECTOR. AN EXAMPLE OF THE LATTER
IS THE OFFICE OF NATIONAL ESTIMATES WHICH I REFERRED
TO EARLIER.

NOW FOR THE DIRECTORATES, THE DDI, OR INTELLI-
GENCE DIRECTORATE, IS THE PRINCIPAL PRODUCER OF
FINISHED SUBSTANTIVE INTELLIGENCE. THIS DIRECTORATE
INCLUDES FUNCTIONAL OFFICES RESPONSIBLE FOR CURRENT
INTELLIGENCE, ECONOMIC RESEARCH AND STRATEGIC (MILITARY)
RESEARCH, WHICH PROVIDE THE MUSCLE FOR THE

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PRODUCTION PROCESS.

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THE NEXT DIRECTORATE IS THE DDO OR OPERATIONS DIRECTORATE WHICH IS ANOTHER WAY OF REFERRING TO THE CIA'S CLANDESTINE SERVICES. THEY CONDUCT ESPIONAGE, COUNTERINTELLIGENCE AND COVERT ACTION OPERATIONS.

25X1

THE DDO IS ORGANIZED IN A SERIES OF AREA DIVISIONS, SIMILAR TO THE STATE DEPARTMENT'S REGIONAL BUREAUS. IT HAS STAFFS FOR SPECIALIZED MATTERS SUCH AS PARAMILITARY OPERATIONS, COVERT ACTION AND COUNTERINTELLIGENCE. THE DIRECTORATE ALSO OPERATES OUR CLANDESTINE UNITS ABROAD, WHICH WE CALL "STATIONS." THE OPERATIONS DIRECTORATE AND THE CHIEFS OF OUR OVERSEAS STATIONS SUPPORT THE DIRECTOR IN HIS RESPONSIBILITY FOR CO-ORDINATING THE COVERT COLLECTION OPERATIONS WHICH ARE CONDUCTED BY OTHER U.S. INTELLIGENCE ORGANIZATIONS.

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THE DIRECTORATE OF SCIENCE AND TECHNOLOGY, AS THE NAME SUGGESTS, CONCENTRATES ON THE SCIENTIFIC

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AND TECHNICAL ASPECTS OF OUR INTELLIGENCE ACTIVITIES, INCLUDING HIGHLY SOPHISTICATED TECHNICAL COLLECTION OPERATIONS, TOGETHER WITH THE RESEARCH AND DEVELOPMENT SUPPORTING SUCH ACTIVITIES, AS WELL AS THE PRODUCTION OF SUBSTANTIVE INTELLIGENCE ON ADVANCED WEAPONS AND OTHER S&T CAPABILITIES OF FOREIGN NATIONS. IT ALSO ADMINISTERS THE NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER.

THE FOURTH DIRECTORATE IS THE DIRECTORATE OF MANAGEMENT AND SERVICES, WHICH EMBRACES THE VERY IMPORTANT AND HIGHLY SPECIALIZED SUPPORT SERVICES, SUCH AS SECURITY, COMMUNICATIONS, TRAINING, PERSONNEL, FINANCE, LOGISTICS, PRINTING AND THE HOUSEKEEPING FUNCTIONS. THIS DIRECTORATE ALSO HOUSES OUR COMPUTER CENTER.

BEFORE CLOSING, I WOULD LIKE TO MENTION TWO IMPORTANT WAYS IN WHICH CIA AND THE REST OF THE INTELLIGENCE COMMUNITY PROVIDE THE INTELLIGENCE INPUT FOR THE POLICY-MAKING PROCESS. WE DO THIS, I WOULD STRESS, WITHOUT PARTICIPATING IN SUBSTANTIVE DEBATES CONCERNING POLICY POSITIONS.

ONE WAY WE PARTICIPATE IS THROUGH THE NATIONAL SECURITY COUNCIL APPARATUS, AND THE PRODUCTION OF NATIONAL SECURITY STUDY MEMORANDA--WHAT WE HAVE COME

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(WHIZZER)

TO CALL NSSMs. THIS PROCESS ENABLES US TO CARRY OUT OUR ADVISORY AND POLICY SUPPORT ROLE IN A DIRECT FASHION AND AT A LEVEL PREVIOUSLY RATHER UNUSUAL FOR THE INTELLIGENCE COMMUNITY.

WELL OVER A HUNDRED OF THESE NSSMs HAVE BEEN COMMISSIONED, AND CIA PARTICIPATED IN THE GREAT MAJORITY OF THEM. THESE STUDIES RANGE FROM HIGHLY SPECIFIC PROJECTS, SUCH AS U.S. POLICY TOWARD SPAIN, TO LENGTHY AND WIDE-RANGING STUDIES OF CHOICES FOR THE U.S. STRATEGIC POSTURE. SOME, LIKE THE WORLD OIL PROBLEM, HAVE SHORT, CRISIS-LIKE DEADLINES, WHILE OTHERS GO ON FOR THE BEST PART OF A YEAR.

OUR FUNCTION IN THIS PROCESS IS TO SUPPLY THE INTELLIGENCE FACTS AND MAKE THE INTELLIGENCE JUDGMENTS WHICH GO INTO THE ARRAY OF POLICY OPTIONS WHICH A NSSM IS DESIGNED TO PRESENT TO THE PRESIDENT. THESE EFFORTS HAVE COME TO TAKE A CONSIDERABLE SLICE OF OUR TIME, ESPECIALLY THAT OF OUR SENIOR OFFICERS. IN MY VIEW, HOWEVER, THIS NEW PROCEDURE OF INVOLVING INTELLIGENCE IN THE POLICY-MAKING MACHINERY MAKES FOR A MUCH FULLER USE OF THE COMMUNITY'S CAPABILITIES. WE ARE, TO USE TODAY'S JARGON, MORE RELEVANT.

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LASTLY, THE DIRECTOR OF CENTRAL INTELLIGENCE IS CALLED UPON TO BRIEF THE NATIONAL SECURITY COUNCIL ITSELF ON THE INTELLIGENCE ASPECTS OF ISSUES TO BE DISCUSSED.

I HOPE THAT YOU HAVE GATHERED FROM MY REMARKS THAT THE ROLE OF THE INTELLIGENCE COMMUNITY IN RELATION TO NATIONAL SECURITY POLICY IS BOTH EXTENSIVE AND IMPORTANT. IT CALLS FOR A LOT OF HARD WORK FROM THE DEDICATED MEN AND WOMEN WHO STAFF THE VARIOUS COMPONENTS OF THE COMMUNITY. AS HAS OFTEN BEEN POINTED OUT, OUR FAILURES GET WIDE PUBLICITY AND OUR SUCCESSES GENERALLY GO UNHERALDED. EVERY NOW AND THEN, HOWEVER, WE GET A "WELL-DONE" FROM THOSE WHO REALLY COUNT. WE INTEND TO CONTINUE TO MERIT THEIR TRUST AND CONFIDENCE.

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ILLEGIB

SPECIALIZED SKILL AND DEDICATION TO A DEGREE NOT
REQUIRED BEFORE.

NOT COMPETITIVE OR DUPLICATING.
EACH DO OUR SHARE.

ATTACHE HAS ACCESS TO PEOPLE AND INSTALLATIONS.

25X1

WE CAN AND MUST WORK TOGETHER. WE SHALL HAVE
FEWER FIREMEN. WE MUST KNOW WHERE FIRE HAZARDS ARE.
IF I WERE TO SUM UP MY EXPERIENCE IN THE AGENCY
DURING THE LAST 17 MONTHS, IT WOULD BE IN ONE WORD--
REASSURANCE. TECHNOLOGICAL COMPETENCE, DEDICATION
AND CONTINUITY.

"WE ARE CAPTIVES IN A FREE LAND. A LONG TIME
AGO WE WENT LOOKING FOR FREEDOM AND FREEDOM FOUND
US AND CAPTURED US. WE HAVE BEEN SENTENCED TO LIVE
BY JUST LAWS, LEVELED BY EQUALITY, CHARGED BY FAITH
AS OUR BROTHERS' KEEPERS, HEMMED IN BY OUR NEIGH-
BORS' PERSONAL LIBERTIES, AND DRAFTED FOR THE DURA-
TION, BY THE RIGHTS OF AMERICANS YET UNBORN."